



### QUARTER 1 2024 JANUARY

### **PRESIDENT'S MESSAGE**



### Maia Carter, MD, MPH, FACHE

President, ACHE-Nevada Chapter

ACHE-NV Chapter Members,

We welcome a new Spring season! As for me, I love spring. Not only do I celebrate my birthday this season, but I also welcome new beginnings and the warmer weather. Just like Spring, we welcome new beginnings for our ACHE Nevada Chapter. We have accomplished so much this first quarter. We welcomed 4 new dynamic board members for 2024-2026 term; Ron Loweke, Kyle Underwood, Uvette Francis, and Emily Denson. We have engaged in impactful learning and have been having loads of fun networking.

Our first In-person event this quarter was, "Understanding Digital Health in the Healthcare Delivery System". We left inspired and with a clear understanding that technology is "a must have" and our technology leaders are key stakeholders in helping to shape an organization's strategic plan. We were enlightened as to how ACHE can better partner with leaders at Mike O Callahan Medical Center during our meeting on base. What wonderful "Meet the Board and ACHE 101" sessions we had for both the North and the South. With this engagement, we have brought in 19 new members to the chapter. Ongoing interest in leadership positions, career development, and chapter engagement has been rewarding to witness.

Our virtual session on "Human Trafficking" raised awareness and charged us with knowing the dangers and facts. Such a dynamic and critical topic for us all. Kudos to the DE&I committee for continuing their dynamic Courageous Conversation series, with a kickoff thought provoking conversation on Health and Wellness in the African American Community.

Our students from both UNLV and Reno are bringing a rich excitement and joy to us all. What dynamic conversations between ACHE leaders and our students. We look forward to kicking off our annual mentoring program, one of my most rewarding parts of our chapter.

We have just returned from the sold out 2024 Congress on Healthcare Leadership, March 25-28, in Chicago; "Big Ideas Make No Small Plans". What an incredible submersion of learning, networking and inspiration. A vast array of relevant and timely healthcare topics were discussed including DE&I, Artificial Intelligence, health care law, operations, strategy and innovation and so much more. It was wonderful to spend time with our Nevada members at congress and share our learning and discuss opportunities for further chapter engagement. We were blessed to sponsor 5 health administration students to congress this year! Past President Khanh Anderson, FACHE became officially assumed the role as District 5 Regent. We are fortunate to be able to still glean from her guidance. Our chapter also received the Merit award during Congress and many of us were there to receive it. Our very own Communications co-chair, Adam Haas Administrative Program Coordinator II: Project Management Office Cleveland Clinic, Lou Ruvo Center for Brain Health gave a phenomenal presentation. Congratulations to the two Nevada Chapter members who received the prestigious Fellow Status, President-Elect, Mitchell F Fong, FACHE and Fredrick D Smith, FACHE. We look forward to attending 2025 Congress on Healthcare Leadership in Houston, Texas next year. I already know it will be truly amazing.

I am grateful for ACHE-NV chapter executive officers, board members, chapter leaders (formal and informal) and members who continue to make our chapter valuable.

"Innovation comes from people who take joy in their work." W. Edwards Deming

### WATCH PRESIDENT MESSAGE VIDEO

With Warm Regards, Maia D. Carter MD, MPH, FACHE ACHE Nevada Chapter President

### **DIVERSITY, EQUITY & INCLUSION**



## Courageous Conversations

Uvette Francis, DEI Co-Chair

Our committee is in full swing in 2024! We have created a phenomenal topic line-up for the Courageous Conversations

platform. Courageous Conversations occurs every other month at 6:00 p.m. PST. It is a virtual event that allows us as members and healthcare professionals to celebrate our views, and differences, and advance our knowledge of strategies that can support our organizations in DE&I initiatives. Achievement of expanding our knowledge and understanding of each other is conducted through a non-judgmental and respectful dialogue.

Our first conversation took place on February 7, 2024, when we discussed Health & Wellness in the African



American Community. We discussed how building relationships and increasing health literacy with African American patients are successful strategies to improve this population's health. We furthered the conversation with how hiring more African American health professionals could benefit this underserved community to improve their various health conditions. Kyle Underwood shared an initiative that his organization, Cleveland Clinic, has taken to create 1 million jobs for African American talent in the healthcare field. This initiative is known as the OneTen project. According to Dr. Nika White (2024), the benefits of increasing representation of Black medical professionals include cultural sensitivity and understanding, building trust, addressing implicit bias, and tailoring health care strategies.

Please join us for our next Courageous Conversation to share your insight, experiences, and strategies on the following topics:

Ageism & Reverse Ageism
Identity in the Workplace & LGBTQ+
Intersectionality
Diversability
Mental Health

April 3, 2024 June 5, 2024 August 7, 2024 October 2, 2024 December 4, 2024

**Reference:** White, N. (2024, February 23). The vital importance of Black medical professionals for Black communities. LinkedIn. <a href="https://www.linkedin.com/pulse/vital-importance-black-medical-professionals-white-cde-iom-dcfge/?msgControlName=olympus\_view\_message&msgConversationId=2-ODQ4OWM0OGQtOTk0NC00Yzk0LTg5NTltM2NhMzhjNzYxMzYwXzAxMA%3D%3D&msgOverlay=true&trackingId=zHK2fPnyRX6XP5pZ

W3bPFg%3D%3D

### **MENTORSHIP**

Applications for 2024 Mentorship Program is now closed.

For those who sent their Why statements, the Mentor profiles will be sent for you to choose your Top 5 possible mentors. The committee will review and send matches by April 5<sup>th</sup>!

Mentorship Program Kick-Off
Thursday. April 11th
Meet your mentor and learn more
about what to expect from the program.



### Q12024

Adam C. Haas Kinzee T. Yarbrough, BS Adam Porath, PharmD Lalo R. Medrano

Alexis R. Young LT Haley Zeme

Alyssa Villalpando Maryam Dehkharghani, MD, MHA

Amberly J. Diets Mitchell H. Cloward
Ashely Burroughs Sterling R. Morris, MS
Earl Saulter, IV Tiffany L. Tscherne, FACHE

Ermelinda J. Ostrovica Tricia B. Murphy, MD Estefania Sandoval Upinder Singh, MD Heather Pinnick Vandyke Maclean

Jaclyn Ann Lelet William Bonnes, LFACHE
Julienne Livaudais

### **CERTIFICATION**

### **CERTIFICATION COMMITTEE**

### CONTINUING EDUCATION REQUIREMENTS FOR 2024

- UP TO 12 HOURS OF ACHE IN-PERSON EDUCATION ANNUALLY
- UP TO 12 HOURS OF ACHE VIRTUAL INTERACTIVE EDUCATION ANNUALLY
- QUALIFYING EDUCATION UNLIMITED BUT NO MORE THAN 12 HOURS APPLY TOWARD FACHE

FIND EVENTS

Congress is a great experience to attend for hours and networking.

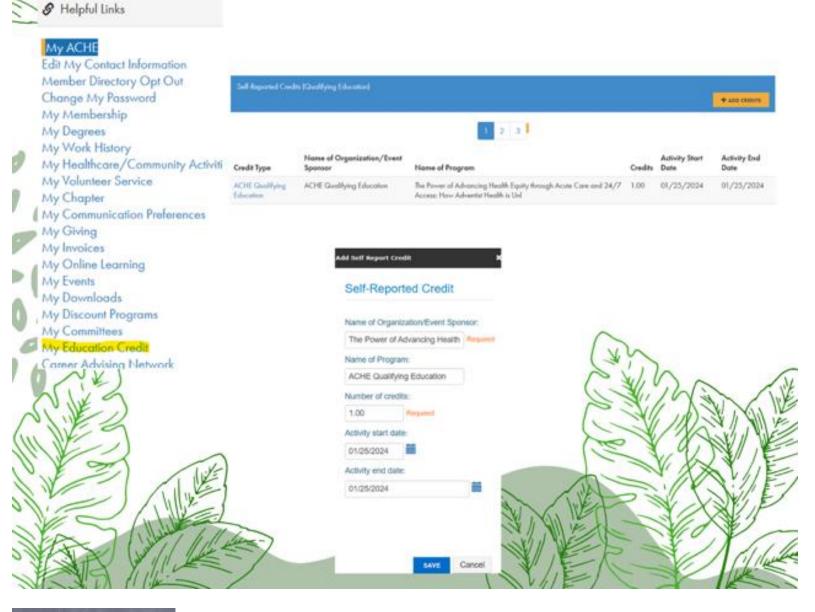
Our chapter coordinates events to assist with these hours

HAVE A SUGGESTION FOR AN EVENT OR TOPIC, LET US KNOW

GET CREDIT FOR YOUR EVENTS, LOG IN REGULARLY AND MANAGE YOUR HOURS INTEGRITY; LIFELONG LEARNING; LEADERSHIP; DIVERSITY AND INCLUSION

WAIVER OFFER TO SAVE \$225 ON BOG EXAM FEE: MARCH 1 TO JUNE 30

# HOW TO LOG EDUCATION Log into ACHE.org Go to HELPFUL LINKS - my education cr Scroll to the SELF-REPORTED CREDITS





ACHE Nevada would like to congratulate <u>Thomas Bloodgood III, CSBI</u> for receiving the 2024 HIMSS National Foundation Undergraduate Scholarship.

Only 1 undergraduate and 1 graduate student nationwide are selected for this scholarship. This is the second year in a row that UNLV has won this scholarship with Kyle Henson being the winner last year.

Congratulations Thomas!

### **EDUCATION AND NETWORKING**

The Education and Networking committee of the ACHE NV chapter has made a remarkable start to 2024! We commenced the year with our inaugural in-person educational event titled "Digital Health in the Healthcare Delivery System." The event featured a distinguished panel of Chief Information Officers (CIOs) from leading institutions including UMC, HCA, Steinberg Diagnostic, and the Southern Nevada Health District. Moderated by Maria Sexton from UMC, the panel, comprising Jason Frame (SNHD), Jennifer Ditmer (HCA), and Angie Cosca (SDMI), facilitated an engaging discussion on the evolving role of CIOs and the increasing significance of digital health in the healthcare landscape.

Following this success, we hosted our first social networking event of the year, "Meet the Board & ACHE-101" at Born and Raised in Henderson, NV. The event garnered a fantastic turnout both in person and virtually, providing an excellent platform for our members and potential recruits to familiarize themselves with our current board and gain insights into the mission of ACHE NV. We showcased our various committees, inviting members to volunteer and join us in our mission to elevate careers in healthcare leadership.

Our commitment to education continued with a virtual Qualifying Education event focusing on "Human Trafficking and the Impact on Healthcare." Moderated by Jayme Ching (UMC), the panel, consisting of Cassie Matheus (R.I.S.E.), Ginger Land-Van Buuren (B.E. A. S.H.E.R.O.), and Katy Hartley (Awaken), delivered a compelling session. Attendees gained valuable insights into the definition of human trafficking, identifying signs within healthcare settings, the importance of robust screening systems, and the resources available for victims.

Closing out the quarter, we hosted the Northern Nevada ACHE-101 event at the University of Nevada-Reno. Led by UNR



Faculty representatives **Sandra DeLeon, President-Elect Mitchell Fong, and Board member David Schweer**, this event catered to students and prospective members from diverse healthcare programs at UNR. The session offered guidance on becoming a student member and highlighted the benefits associated with ACHE-NV student membership.

These events highlight our commitment to providing comprehensive educational opportunities and fostering meaningful networking experiences for our members. We look forward to building on this momentum throughout the rest of the year.







# Details & more events to be added!!

| DATE  | DETAILS  |  |  |  |
|-------|--|--|--|--|
| 4/3   | QE: Courageous Conversations - Reverse Ageism  |  |  |  |
| 4/4   | SOUTH: <u>Women's Leadership Breakfast</u>   |  |  |  |
| 4/11  | Mentorship Program Kick-Off  |  |  |  |
| 4/13  | NORTH: Volunteer Event   |  |  |  |
| 4/16  | NORTH: Happy Hour at Lead Dog  |  |  |  |
| 4/23  | IN-PERSON EDU: Emergency Department Operational Standards                                |  |  |  |
| 4/30  | HIMSS/ACHE Joint QE Event Details TBA  |  |  |  |
| 5/7   | SOUTH: Annual Golf Outing – Angel Park   |  |  |  |
| 5/11  | SOUTH: Volunteer Event - Lung Force Walk   |  |  |  |
| 6/5   | QE: Courageous Conversations- Identity in the Workplace and LGBTQ                        |  |  |  |
| TBD   | SOUTH: Aviator's Baseball Game   |  |  |  |
| 8/7   | QE: Courageous Conversations - Intersectionality   |  |  |  |
| 8/24  | NORTH: Annual Golf Outing – Red Hawk Golf  |  |  |  |
| 10/2  | QE: Courageous Conversations - Diversability (Navigating disability and chronic disease) |  |  |  |
| 10/17 | SOUTH: Nevada Healthcare Forum   |  |  |  |
| 12/4  | QE: Courageous Conversations - Mental Health   |  |  |  |



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Save the Date! Tuesday, April 23rd 11am-1pm

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**Emergency Department Operational Standards** 

1.5 In-Person Education Credits

# Panelists & Registration to be Announced



### **HEALTHCARE EXECUTIVE'S CHAPTER NEWS**

### January/February 2024 Issue Advancing Diversity and Inclusion

Chapters are recognized for their commitment to DEI.

As an ACHE core value, diversity and inclusion is integral to the organization's mission and daily work in creating a more diverse and inclusive healthcare leadership. Chapters are demonstrating their commitment through numerous programs and initiatives.

The Regents-at-Large who represent Districts 1–5 annually recognize a chapter from their region that actively demonstrates a commitment to and successful implementation of significant diversity, equity and inclusion efforts within the chapter, community and healthcare management field.

ACHE Chair Delvecchio S. Finley, FACHE, presented the 2023 Regent-at-Large Award for Chapter Accomplishments in Diversity to the five chapters during the Chapter Leaders Conference in September. He also thanked all of ACHE's 76 chapters for their work fostering engagement in diversity and inclusion. The following chapters received the award.

#### CT Association of Healthcare Executives

CT Association of Healthcare Executives is a steadfast leader in diversity, equity, inclusion and belonging, and its Diversity Committee, formed in 2018, regularly reviews and audits data to ensure the chapter offers a welcoming and comforting environment for all. A recent internal survey helped the chapter gain an understanding of the current climate of its DEIB efforts and allowed for leaders to make informed and intentional decisions to further drive the chapter's mission and vision

Recent initiatives that warrant the award include creating a diversity statement that all board members follow, offering education each year surrounding the topic of DEIB, publishing diversity-focused articles in the chapter's newsletter, ensuring chapter membership is diverse and fostering closer partnerships with partner organizations.

The chapter also encourages the use of pronouns in membership email signatures, and it recently purchased pronoun buttons that were used at a social event. The committee also has made intentional efforts to be inclusive of age, education, socioeconomic status, disability and more. When possible, the chapter ensures all in-person events are accessible to persons with disabilities.

In addition to these accomplishments, CTAHE mentored and identified two new co-chairs of the Diversity Committee, one of whom has a certification in diversity. Together they have made strategic changes to have a diversity representative on every committee, and they are working with the treasurer to develop a diversity sponsorship program to award one member with the opportunity to attend all chapter-hosted events for free. This effort is expected to help further engage diverse members who may not already receive funding for professional development.

### **ACHE of Georgia**

ACHE of Georgia is firmly committed to driving diversity and inclusion within all aspects of healthcare through empowering, educating and engaging Georgia healthcare executives.

The chapter partners with the Georgia Chapter of the National Association of Health Services Executives to create an innovative approach for embedding DEI in the chapter. Since the beginning of the partnership in 2021, an ACHE of Georgia member holds a permanent position as vice president of the Georgia NAHSE chapter board. This partnership ensures coordination of DEI efforts and demonstrates a commitment beyond joint programs or conversation.

Some of ACHE of Georgia's other efforts include publishing a 2022 resource calendar of diversity and inclusion; publishing Black History Month posts on the chapter's website; holding webinars on racial diversity, diversity in veterans healthcare and health disparities in the state; helping establish a Georgia National Association of Latino Healthcare Executives chapter; and developing a Diversity Assessment Tool Survey.

Additional events and activities include a virtual focus group centered on diverse members, a webinar on health equity in Georgia and a networking event at NAHSE's national conference in Atlanta that took place in October.

#### Indiana Healthcare Executives Network

The Indiana Healthcare Executives Network started its journey to enhance DEI awareness and actions in 2019. As the industry normalized under pandemic conditions, the chapter resurrected its efforts by consulting with ACHE on structure, alignment with activities and goals, and the chapter's demographic data to identify meaningful opportunities.

Recommendations were submitted to the board to modify its bylaws with a commitment to DEI and revalidate its diversity statement.

As a result, DEI became a standalone committee rather than a sub-group of the Nominations Committee. In 2022, the committee supported and identified panelists for implicit bias programming. The program was well attended, with about 40 participants representing multiple sectors including health systems, education and state government, and the airport authority.

In 2023, the network's DEI efforts gained significant momentum with a number of accomplishments:

The creation of a podcast focused on DEI.

The publication of a DEI calendar recognizing key DEI areas each month and promoting awareness via social media. Financial support and facilitation with the National Association of Latino Healthcare Executives to back its inaugural launch in Indiana.

Launching an "allyship" agreement for DEI affinity partners to collaborate on resources, programs and efforts related to DEI (three agreements were completed).

Deploying the first DEI survey to chapter members to identify opportunities to support programming, awareness and collaboration efforts.

#### **ACHE of North Texas**

ACHE of North Texas has worked diligently to ensure it upholds the DEI initiatives of ACHE. The DEI Committee has collaborated with other committees to ensure its membership mix is well represented. The focus has been concentrated on expanding efforts to ensure all people and diversity groups are recognized and included in the chapter's processes. Some of the initiatives the DEI Committee spearheaded include:

Acknowledging and celebrating diversity-centric holidays. This recognizes diverse groups by celebrating diversity-aimed months of recognition and holidays.

Celebrating our stories by conducting spotlight stories of diversity from the membership.

Instituting the Asian Healthcare Leaders Community of North Texas. The goal is to ensure Asian American healthcare leaders are well represented and collaborative within the healthcare community. This translates into better representation and greater voice on healthcare-related matters for Asian American patients.

Launching the LGBTQ Healthcare Leaders Community. Focused on those interested in promoting the acknowledgement, discussion of and commitment to successfully resolving issues of the LGBTQ healthcare executives' community, the forum offers an opportunity for leaders to support one another while bringing awareness to these issues. This committee is integral to ongoing promotion of awareness, support, recognition and respect for LGBTQ+ healthcare leaders. Holding multiple networking/learning events focused on DEI initiatives. The DEI Committee hosts a plethora of events throughout the year to ensure DEI issues are openly discussed and addressed. The committee also partners with organizations that focus on DEI initiatives for healthcare executives throughout Texas and surrounding states. The DEI Committee for ACHE of North Texas has hosted such events to promote inclusion throughout the year, and these are well attended by numerous organizations.

#### **Arizona Healthcare Executives**

Over the past three years, Arizona Healthcare Executives has made great advances in pursuit of DEI with advocacy and encouraging diversity in its leadership and board. This has made a positive impact on the diversity of its committee members and the offerings to its membership. The chapter also hosted a virtual education session titled "Embracing A Dialogue about Gender Identity and Intersectionality" and a virtual session titled "Equity of Care: A Quality and Safety Imperative and a New National Patient Safety Goal," which received overwhelming positive feedback. And the chapter held a breakfast event titled "Women Leaders and Gender Parity in Healthcare Leadership."

The chapter's DEI Committee completed numerous initiatives over the past year, including authoring "DEI Initiative: An Essential Business," a diversity, equity and inclusion primer (with definitions and examples) that appeared in the chapter newsletter. The committee also submitted to ACHE a proposal for a new education template, "Women Leaders and Gender Parity in Healthcare Leadership," which ACHE accepted for other chapters to use.

The chapter's program development committee is intentional in recruiting diverse panelists and locations for chapter educational offerings. For example, in February 2023, the committee partnered with NAHSE's Arizona chapter to sponsor a workshop and panel event, "Leadership Super Power: Civility & Respect in Healthcare." The event drew the chapter's highest registration and attendance in many years, with a diverse audience engaged in respectful, meaningful dialogue. With the addition of a new chair of the Community Outreach Committee, the chapter has added several community events that serve the diverse population of the state, such as food banks and community gardens.

### March/April 2024 Issue End-of-the-Year Education

Three ACHE chapters highlight their annual conferences on education and networking.

#### **ACHE-MN Chapter**

ACHE—MN Chapter hosted its 2023 Annual Conference, which served as a rallying point for healthcare leaders to unite in a collective vision for the future. Leaders from across the state converged, reigniting connections in a powerful in-person event.

The Education Committee was intentional in providing topics important to members, as identified through the annual education member survey. Two topics of high importance were Al and finance. The conference spotlighted pivotal roles leaders are navigating in the evolving landscape of healthcare, and Katie Kummer, FACHE, chapter president, connected the audience back to these themes throughout the day.

Opening keynote speaker Paul Keckley, PhD, managing editor, The Keckley Report, challenged leaders to embrace external forces shaping the future of healthcare. His words were not just an opening address; they were guiding principles woven into the event and set the tone for the day.

The exploration of AI took center stage in a captivating panel discussion. The panel emphasized the need to embrace AI and the importance of setting early standards within organizations. The room engaged in a lively discussion that the healthcare field is at a transformative precipice where decisions today will define the knowledge and intelligence of AI, ultimately shaping the future of healthcare. A key takeaway from the discussion was that the more leaders embrace AI with established standards in place, the greater the potential to realize its benefits such as minimizing staff burnout and enhancing patient engagement.

Another important topic at the conference was the future of healthcare financing. As provider organizations are acutely focused on reducing costs, addressing workforce challenges and improving access to care, leaders exchanged strategies for offsetting rising costs. The conversation delved into the future of data reporting between payers and providers and how to accelerate the shift to meaningful payment incentives that deliver results beyond lowering the cost of care. A resounding theme emerged: collaboration is key. To truly drive change, partnerships must be forged and work accomplished collectively.

At the end of the day, longtime healthcare leader Don Wegmiller, LFACHE, and ACHE Chair-Elect William Santulli, FACHE, inspired the audience to lean into their teams, invest in their leaders, provide opportunities beyond their resume and build bridges.

"The conference was a call to action," says Kummer. "It provided an opportunity for leaders to transcend the confines of their daily responsibilities and focus on the future of care. The results of such collaborative and forward-thinking endeavors are the catalysts for transformative change in healthcare."



Washington State Chapter of ACHE board members Dylan Blackburn, Andrea Turner, FACHE, Valerie Chrusciel, FACHE, Karin Larson-Pollock, MD, FACHE, and Tina Seery, RN, with guest speaker Delvecchio Finley, FACHE, ACHE Chair.

#### Healthcare Leadership Network of the Delaware Valley

The Healthcare Leadership Network of the Delaware Valley in November completed its annual Partner Health Organization Leadership Development Series. Held over a three-month period in conjunction with local health systems, the virtual series consisted of panel discussions held online each month. Topics

covered included creating colleague engagement in the virtual/hybrid environment, maintaining a resilient workforce and using mentorships to unlock career opportunities.

To ensure the panel discussed current trends, issues and interests, panelists from diverse backgrounds in health systems and leadership roles were selected. The panel discussion was an interactive way to explore the topics and bring together healthcare professionals with different perspectives that would lead to sharing a broad range of ideas. It was important to make sure the panel was diverse, and representation was balanced across the entire series.

The chapter covers membership across New Jersey, Pennsylvania and Delaware, and choosing a virtual format aligned perfectly with its objectives, target audience and logistical considerations.

"By incorporating these strategies, we were able to successfully create a virtual leadership development series that was well attended and well received," says Dan van der Kwast, co-chair of the chapter's Membership Service Committee. "The entire series presented different perspectives on the specific topics and provided a medium to recognize chapter sponsors and partner health organizations, acknowledge chapter accomplishments and promote ACHE."

### Washington State Chapter of ACHE

The Washington State Chapter of ACHE hosted its inaugural conference this past fall with the theme "Elevate & Empower." The event's goal was to bring local leaders together for a day of education, connecting with colleagues and having fun through a series of panel presentations and networking opportunities.

The day began with a C-suite breakfast in which Karin Larson-Pollock, MD, FACHE, an ACHE Governor, led an impactful discussion focused on leaders' "why." Then, ACHE Chair Delvecchio Finley, FACHE, delivered an update about the great plans ACHE has lined up for the coming year.

Following Finley's update, the conference kicked off with an outstanding panel focused on change management, moderated by Theron Post, executive director of Performance Excellence Northwest. The panel provided great insight into how to develop champions to sustain change within organizations. The second panel focused on connecting physicians to the financial goals of their organizations. Shannon Fernandez, corporate strategy officer, Yakima Valley Farm Workers Clinic, and Michele Forgues-Lackie, senior vice president/CFO, UW Medicine Valley Medical Center, shared a wonderful dialogue from diverse perspectives on successful tactics for establishing and sustaining physician engagement in the turbulent financial times the industry has seen.

After a networking lunch, the afternoon panels kicked off with a robust discussion on creating sustainable clinically integrated networks. Ramon Guel, manager, clinically integrated networks, MultiCare Health System, facilitated the discussion among leaders of ACOs within the Pacific Northwest.

"As the landscape of healthcare continues to change, the partnership between health systems and community providers is becoming more and more important," says Dylan Blackburn, chapter president. "Sustainability of those relationships will be imperative to ensure access to affordable, high-quality care for patients."

The final session of the day keyed in on the importance of equity of care. The panel delivered an in-depth discussion on how important it is for healthcare organizations to continue focusing on delivering patient-centric equitable care. "Our leaders shared how work like this not only improves patient outcomes, but can also improve employee satisfaction and retention, supporting the community's ability to deliver quality care," says Blackburn.



ACHE-news is delivered to all members biweekly and features the latest ACHE news and resources, as well as an aggregate of current articles from leading publications. See link below.

The one-stop source exclusively for ACHE membershttp://www.ache.org/newclub/newslttr/ENEWS/ENEWS.cfm

The Professional Development Digest is delivered to all members biweekly and each issue features in-depth information about an upcoming ACHE program or event, a Career Corner that offers tips and resources and a calendar of upcoming face-to-face and online programs. See link below.

ACHE
Professional Development Digest
Turning Learning into Results

http://www.ache.org/newclub/newslttr/pdd/pdd.cfm

Elevating Leadership is a digital publication that provides high-level perspectives on the top challenges facing healthcare leaders like you. See link below. http://www.ache.org/newclub/newslttr/Elevating\_Leadership/index.cfm

